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JOHN L. SCOTT, SHERIFF

County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



July 17, 2014

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**QUARTERLY REPORT ON THE LOS ANGELES COUNTY SHERIFF'S  
DEPARTMENT'S ELIMINATION OF THE CADRE OF ADMINISTRATIVE  
RESERVE PERSONNEL PROGRAM**

**SUBJECT**

On April 15, 2014, the Board requested the Sheriff in conjunction with the Chief Executive Office (CEO) to provide the Board with quarterly progress reports on ending the practice of the Cadre of Administrative Reserve Personnel (CARP) program in the Los Angeles County Sheriff's Department (Department) by December 31, 2014. This is the first quarterly report.

**BACKGROUND**

In March 2010 the Department began a 16-month effort to cut \$128 million from its budget in Fiscal Year (FY) 2010-11. Part of that effort included the implementation of the CARP program. The program required the Department to hold between 270-280 positions vacant in order to generate \$36.6 million in annual savings. This program, commonly referred to as CARPing, requires supervisory, investigative, and administrative staff to work an 8-hour shift per week to fill vacancies instead of using overtime. Since March 2010 the Department has used CARPing to fulfill patrol, custody, court services, and other line functions of the Department.

In 2013 the Board approved a two-year plan developed by the CEO and the Department to eliminate CARPing through the hiring of 280 deputy sheriff generalists (DSGs) at an annual ongoing cost of \$36.6 million (\$18.6 million in FY 2013-14 plus \$18 million in FY 2014-15).

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**IMPLEMENTATION OF PHASE I**

During FY 2013-14, 304 DSGs graduated from the Department's academy classes, allowing the Department to transfer 178 DSGs to patrol. This has allowed the Department to eliminate CARPping for station detectives, as well as greatly reduced the need for CARPping by other Departmental personnel.

The table below reflects the reduction in CARP shifts for FY 2013-14.

| FY 2013-14 CARP SHIFTS    |              |              |          |
|---------------------------|--------------|--------------|----------|
| PATROL DIVISION           | 2013<br>June | 2014<br>June | VARIANCE |
| CENTRAL                   | 620          | 359          | 261      |
| EAST                      | 621          | 177          | 444      |
| NORTH                     | 493          | 144          | 349      |
| SOUTH                     | 690          | 27           | 663      |
| Patrol Division<br>Totals | 2424         | 707          | -70.83%  |

|                   |      |      |         |
|-------------------|------|------|---------|
| Department Totals | 6944 | 3726 | -46.34% |
|-------------------|------|------|---------|

**IMPLEMENTATION OF PHASE II**

In FY 2014-15 the Department's goal is to eliminate all mandatory CARPping by December 31, 2014, through a combination of newly hired DSGs and overtime. As of July 6, 2014, there were 173 deputy sheriff trainees in the academy who are scheduled to graduate by December 2014, further reducing the need to CARP to fill vacancies within the Department.

**CONCLUSION**

Should you have any questions, please contact Division Director, Glen Dragovich, Administrative and Training Division, at (323) 526-5191.

Sincerely,



JOHN L. SCOTT  
SHERIFF



JOHN L. SCOTT, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



October 15, 2014

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**QUARTERLY REPORT ON THE LOS ANGELES COUNTY SHERIFF'S  
DEPARTMENT'S ELIMINATION OF THE CADRE OF ADMINISTRATIVE  
RESERVE PERSONNEL PROGRAM**

**SUBJECT**

On April 15, 2014, the Board requested the Sheriff, in conjunction with the Chief Executive Officer (CEO), to provide the Board with quarterly progress reports on ending the practice of the Cadre of Administrative Reserve Personnel (CARP) program in the Los Angeles County Sheriff's Department (Department) by December 31, 2014. This is the second quarterly report.

**BACKGROUND**

In March 2010 the Department began a 16-month effort to cut \$128 million from its budget in Fiscal Year (FY) 2010-11. Part of that effort included the implementation of the CARP program. The program required the Department to hold between 270-280 positions vacant in order to generate \$36.6 million in annual savings. This program, commonly referred to as CARPing, requires supervisory and administrative staff to work an 8-hour shift per week to fill vacancies instead of using overtime. Since March 2010 the Department has used CARPing to fulfill patrol, custody, court services, and other line functions of the Department.

In 2013 the Board approved a two-year plan developed by the CEO and the Department to eliminate CARPing through the hiring of 280 deputy sheriff generalists (DSG) at an

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annual ongoing cost of \$36.6 million (\$18.6 million in FY 2013-14 plus \$18 million in FY 2014-15).

### **IMPLEMENTATION OF PHASE I**

During FY 2013-14, 304 DSGs graduated from the Department's academy, allowing the Department to transfer 178 DSGs to patrol. This has allowed the Department to eliminate CARPing for station detectives, as well as greatly reduce the need for CARPing by other Departmental personnel.

The table below reflects the reduction in CARP shifts for FY 2013-14 and FY 2014-15.

| <b>FY 2013-14 &amp; FY 2014-15 CARP SHIFTS</b> |                      |                      |                 |
|--|----------------------|----------------------|-----------------|
| <b>PATROL DIVISION (B-1)</b>                   | <b>2013<br/>June</b> | <b>2014<br/>Sept</b> | <b>VARIANCE</b> |
| CENTRAL  | 620                  | 217                  | -403            |
| EAST   | 621                  | 113                  | -508            |
| NORTH  | 493                  | 71                   | -422            |
| SOUTH  | 690                  | 256                  | -434            |
| <b>Patrol Division Totals</b>                  | <b>2424</b>          | <b>657</b>           | <b>-72.90%</b>  |
|  |                      |                      |                 |
| <b>Department Totals</b>                       | <b>6944</b>          | <b>2583</b>          | <b>-62.80%</b>  |

### **IMPLEMENTATION OF PHASE II**

In FY 2014-15, the Department's goal is to eliminate all mandatory CARPing by December 31, 2014, through a combination of newly hired DSGs and overtime. During the first quarter of FY 2014-15, 97 DSGs graduated from the Department's academy, allowing the Department to transfer 45 DSGs to patrol. As of October 1, 2014, there were 63 deputy sheriff trainees in the Department's academy who are scheduled to graduate in December 2014, further reducing the need to CARP within the Department. The Department will need to expend overtime using current resources to eliminate the remaining mandatory CARPing by December 31, 2014, as scheduled. The Department does not anticipate returning to the Board to ask for additional resources to eliminate CARPing.

October 15, 2014

**CONCLUSION**

Should you have any questions, please contact Division Director Glen Dragovich, Administrative and Training Division, at (323) 526-5191.

Sincerely,

A handwritten signature in blue ink, appearing to read "John L. Scott". The signature is stylized with a large initial "J" and "S".

JOHN L. SCOTT  
SHERIFF



**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



JIM McDONNELL, SHERIFF

January 22, 2015

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**QUARTERLY REPORT ON THE LOS ANGELES COUNTY SHERIFF'S  
DEPARTMENT'S ELIMINATION OF THE CADRE OF ADMINISTRATIVE  
RESERVE PERSONNEL PROGRAM**

**SUBJECT**

On April 15, 2014, the Board requested the Sheriff in conjunction with the Chief Executive Office (CEO) to provide the Board with quarterly progress reports on ending the practice of the Cadre of Administrative Reserve Personnel (CARP) program in the Los Angeles County (County) Sheriff's Department (Department) by December 31, 2014. This is the third quarterly report.

**BACKGROUND**

In March 2010, the Department began a 16-month effort to cut \$128 million from its budget in Fiscal Year (FY) 2010-11. Part of that effort included the implementation of the CARP program. The program required the Department to hold between 270-280 positions vacant in order to generate \$36.6 million in annual savings. This program, commonly referred to as CARPing, requires supervisory/administrative staff to work an 8-hour shift per week to fill vacancies instead of using overtime. Since March 2010 the Department has used CARPing to fulfill patrol, custody, court services, and other line functions of the Department.

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In 2013 the Board approved a two-year plan developed by the CEO and the Department to eliminate CARPing through the hiring of 280 deputy sheriff generalists (DSGs) at an annual ongoing cost of \$36.6 million (\$18.6 million in FY 2013-14 plus \$18 million in FY 2014-15).

### **IMPLEMENTATION OF PHASE I**

During FY 2013-14, 304 DSGs graduated from the Department's academy, allowing the Department to transfer 178 DSGs to patrol. This has allowed the Department to eliminate CARPing for station detectives, as well as greatly reduced the need for CARPing by other Departmental personnel.

The table below reflects the reduction in CARP shifts from FY 2013-14 and FY 2014-15.

| FY 2013-14 and FY 2014-15 CARP SHIFTS |              |              |                |
|---------------------------------------|--------------|--------------|----------------|
| PATROL DIVISION (B-1)                 | 2013<br>June | 2014<br>Sept | VARIANCE       |
| CENTRAL                               | 620          | 18           | 602            |
| EAST                                  | 621          | 9            | 612            |
| NORTH                                 | 493          | 0            | 493            |
| SOUTH                                 | 690          | 55           | 635            |
| <b>Patrol Division Totals</b>         | <b>2424</b>  | <b>82</b>    | <b>-96.62%</b> |
| <b>Department Totals</b>              | <b>6944</b>  | <b>2222</b>  | <b>-68.00%</b> |

### **IMPLEMENTATION OF PHASE II**

To date during FY 2014-15, 159 DSGs graduated from the Department's academy, allowing the Department to transfer 70 DSGs to patrol. The Department's goal was to eliminate all mandatory CARPing by December 31, 2014, through a combination of newly hired DSGs and overtime. The Department was unable to achieve that goal and continues to utilize CARPing to provide savings to the County. As of January 4, 2015, there were 184 deputy sheriff trainees in the Department's academy who are scheduled to graduate in June 2015, further reducing the need to CARP within the Department.

The Department anticipates ending CARPing by the end of FY 2014-15. The Department will issue an updated status report on CARPing shift statistics in the next quarterly report back scheduled for April 2015. The Department anticipates providing the Board with a final quarterly report back on CARPing in July 2015.





JIM McDONNELL, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



April 17, 2015

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**QUARTERLY REPORT ON THE LOS ANGELES COUNTY SHERIFF'S  
DEPARTMENT'S ELIMINATION OF THE CADRE OF ADMINISTRATIVE  
RESERVE PERSONNEL PROGRAM**

**SUBJECT**

On April 15, 2014, the Board requested the Sheriff, in conjunction with the Chief Executive Officer (CEO), to provide the Board with quarterly progress reports on ending the practice of the Cadre of Administrative Reserve Personnel (CARP) program in the Los Angeles County (County) Sheriff's Department (Department) by December 31, 2014. This is the fourth quarterly report.

**BACKGROUND**

In March 2010, the Department began a 16-month effort to cut \$128 million from its budget in Fiscal Year (FY) 2010-11. Part of that effort included the implementation of the CARP program. The program required the Department to hold between 270-280 sworn positions vacant in order to generate \$36.6 million in annual savings. This program, commonly referred to as CARPing, requires supervisory and administrative staff to work an eight-hour shift per week to fill vacancies instead of using overtime. Since March 2010, the Department has used CARPing to fulfill patrol, custody, court services, and other line functions of the Department.

*A Tradition of Service*

In 2013, the Board approved a two-year plan developed by the CEO and the Department to eliminate CARPing through the hiring of 280 deputy sheriff generalists (DSGs) at an annual ongoing cost of \$36.6 million (\$18.6 million in FY 2013-14 plus \$18 million in FY 2014-15).

### **IMPLEMENTATION OF PHASE I**

During FY 2013-2014, 304 DSGs graduated from the Department's academy, allowing the Department to transfer 178 DSGs to patrol. This has allowed the Department to eliminate CARPing for station detectives, as well as greatly reduce the need for CARPing by other Departmental personnel.

The table below reflects the reduction in CARP shifts. June 2013 CARP shifts are compared to March 2015 CARP shifts.

| <b>CARP SHIFTS COMPARISON CHART</b> |                      |                       |                 |
|-------------------------------------|----------------------|-----------------------|-----------------|
| <b>PATROL DIVISION (B-1)</b>        | <b>2013<br/>June</b> | <b>2015<br/>March</b> | <b>VARIANCE</b> |
| CENTRAL                             | 620                  | 47                    | 573             |
| EAST                                | 621                  | 7                     | 614             |
| NORTH                               | 493                  | 34                    | 459             |
| SOUTH                               | 690                  | 8                     | 682             |
| <b>Patrol Division Totals</b>       | <b>2424</b>          | <b>96</b>             | <b>-96.04%</b>  |
| <b>Department Totals</b>            | <b>6944</b>          | <b>1789</b>           | <b>-74.24%</b>  |

### **IMPLEMENTATION OF PHASE II**

To date during FY 2014-15, 277 DSGs graduated from the Department's academy, allowing the Department to transfer 118 DSGs to patrol. The Department's goal was to eliminate all mandatory CARPing by December 31, 2014, through a combination of newly hired DSGs and overtime. The Department was unable to achieve that goal and continues to utilize CARPing to provide savings to the County. As of April 5, 2015, there were 56 deputy sheriff trainees in the Department's academy who are scheduled to graduate by June 2015, further reducing the need to CARP within the Department.

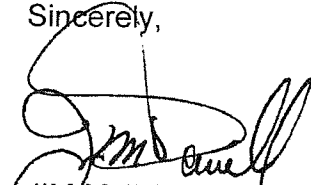
The Department anticipates ending CARPing by the end of FY 2014-15. The Department will issue an updated status report on CARP shift statistics scheduled for July 2015.

April 17, 2015

**CONCLUSION**

Should you have any questions, please contact Division Director Glen Dragovich, Administrative and Training Division, at (323) 526-5191.

Sincerely,



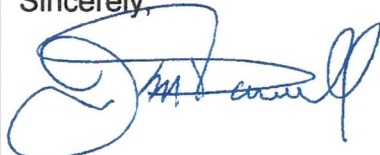
JIM McDONNELL  
SHERIFF

January 22, 2015

**CONCLUSION**

Should you have any questions, please contact Division Director Glen Dragovich, Administrative and Training Division, at (323) 526-5191.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jim McDonnell", with a large, stylized initial "J" and "M".

JIM McDONNELL  
SHERIFF



# OFFICE OF THE SHERIFF

COUNTY OF LOS ANGELES

## HALL OF JUSTICE

JIM McDONNELL, SHERIFF



July 21, 2015

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

### QUARTERLY REPORT ON THE LOS ANGELES COUNTY SHERIFF'S DEPARTMENT'S ELIMINATION OF THE CADRE OF ADMINISTRATIVE RESERVE PERSONNEL PROGRAM

#### SUBJECT

On April 15, 2014, the Board requested the Sheriff, in conjunction with the Chief Executive Officer (CEO), to provide the Board with quarterly progress reports on ending the practice of the Cadre of Administrative Reserve Personnel (CARP) program in the Los Angeles County (County) Sheriff's Department (Department) by December 31, 2014. This is the fifth quarterly report.

#### BACKGROUND

In March 2010, the Department began a 16-month effort to cut \$128 million from its budget in Fiscal Year (FY) 2010-11. Part of that effort included the implementation of the CARP program. The program required the Department to hold between 270-280 sworn positions vacant in order to generate \$36.6 million in annual savings. This program, commonly referred to as CARPing, requires supervisory and administrative staff to work an eight hour shift per week to fill vacancies instead of using overtime. Since March 2010, the Department has used CARPing to fulfill patrol, custody, court services, and other line functions of the Department.

211 WEST TEMPLE STREET, LOS ANGELES, CALIFORNIA 90012

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— Since 1850 —

In 2013, the Board approved a two-year plan developed by the CEO and the Department to eliminate CARPIng through the hiring of 280 deputy sheriff generalists (DSGs) at an annual ongoing cost of \$36.6 million (\$18.6 million in FY 2013-14 plus \$18 million in FY 2014-15).

### **IMPLEMENTATION OF PHASE I**

During FY 2013-14, 304 DSGs graduated from the Department's academy, allowing the Department to transfer 178 DSGs to patrol. This has allowed the Department to eliminate CARPIng for station detectives, as well as greatly reduce the need for CARPIng by other Departmental personnel.

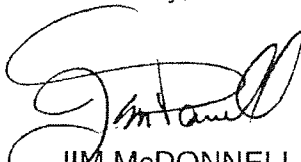
The table below reflects the reduction in CARP shifts. June 2013 CARP shifts are compared to June 2015 CARP shifts.

| FY 2013-14 & FY 2014-15 CARP SHIFTS |              |              |          |
|-------------------------------------|--------------|--------------|----------|
| PATROL DIVISION (B-1)               | 2013<br>June | 2015<br>June | VARIANCE |
| CENTRAL                             | 620          | 96           | 524      |
| EAST                                | 621          | 16           | 605      |
| NORTH                               | 493          | 0            | 493      |
| SOUTH                               | 690          | 8            | 682      |
| Patrol Division Totals              | 2424         | 120          | -95.05%  |
| Department Totals                   | 6944         | 2072         | -70.16%  |

### **IMPLEMENTATION OF PHASE II**

During FY 2014-15, 333 DSGs graduated from the Department's academy, allowing the Department to transfer 134 DSGs to patrol. In FY 2014-15, the Department's goal was to eliminate all mandatory CARPIng by December 31, 2014, through a combination of newly hired DSGs and overtime. As of July 1, 2015, CARPIng has been eliminated throughout the Department.

Sincerely,



JIM McDONNELL  
SHERIFF